Office of Spill Prevention and Response California Department of Fish & Game

Task Book: Assessment Guide

Cadre: Logistics

Organization: Facilities Unit

Position: Billeting Manager

Date: April 2008



Leading America to prepare for, prevent, respond to, and recover from disasters.

Position Task Book: Purpose

Position task books have been developed for positions within the FEMA Disaster Workforce. Each task book lists the essential tasks for the specific position.

Task books are designed to:

- Describe the tasks to be performed for a given position.
- Determine training needs of individual employees.
- Serve as a tool for promoting task-related performance feedback throughout a deployment.
- Record performance assessment data.

At the completion of a deployment, your supervisor will identify the tasks you were able to perform and the tasks needing improvement. Task books do **NOT** replace the standard performance appraisal process.

Responsibilities

Listed below are the responsibilities associated with completion of this position task book.

The **Individual Employee** is responsible for:

- Reviewing and understanding instructions in this task book.
- Identifying desired objectives/goals related to the assigned tasks and subtasks.
- Providing background information to the supervisor.
- Demonstrating the ability to perform all tasks and subtasks for an assigned position.
- Working with the supervisor to improve performance as needed.

The **Supervisor** is responsible for:

- Being qualified and proficient in the position being evaluated or seeking technical assistance from someone who is qualified.
- Meeting with the individual employee and determining past experience, current qualifications, and desired objectives/goals.
- Reviewing task and subtask expectations with the individual employee.
- Explaining to the individual employee the evaluation procedures that will be used.
- Accurately evaluating and recording demonstrated performance of tasks and subtasks.
- Completing the evaluation record within this task book.
- Providing constructive feedback to the employee.
- Suggesting steps for improving performance as needed.

FEMA Task Books are produced by the Emergency Management Institute (EMI).

For more information or to suggest changes, corrections, or improvements, please contact:

Emergency Management Institute National Emergency Training Center Emmitsburg, Maryland 21727 * ATTN: "Position Task Book"

Assessment Instructions

This task book is used to guide the performance assessment process. Onsite supervisory personnel will assess members of the Disaster Workforce cadres using this document and provide feedback. This assessment process is to document performance of required tasks and to identify development plans for improvement.

Who Must Receive an Assessment? All personnel

must receive an assessment. The information gathered from this assessment process can be used to support the performance appraisal process.

When Is Performance Assessed?

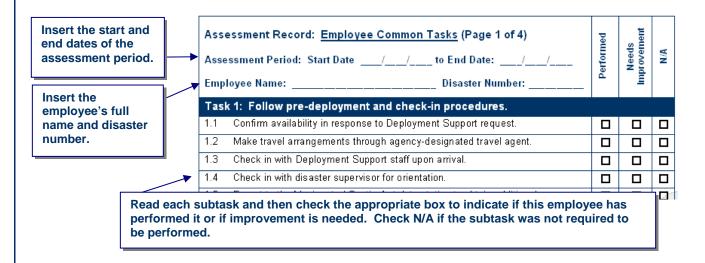
Mandatory: This assessment MUST be completed at the end of the deployment.

Optional: An interim assessment may be conducted when there is:

- A change in job title.
- A change in supervisor.
- Job performance indication that improvement is needed.
- An employee request for an assessment.

How Is the Assessment Completed?

Review the tasks listed. These task lists should be used to help you collect performance information. To collect performance information, you should observe the employee. Make sure you have specific examples of the employee's strengths and weaknesses. Then, complete the assessment record as follows:



After each set of tasks, add comments on the employee's strengths and areas for improvement. It is recommended that you conduct a feedback session in order to:

- Highlight accomplishments and positive performance.
- Provide constructive feedback in areas that need further development.

Find a private location to conduct the session. During the feedback session, you may want to:

- Begin by asking the individual to comment on his or her strengths and weaknesses.
- Next, present a summary of the overall performance strengths demonstrated during the performance period.
- Then, review the assessment record and comments. Discuss the areas requiring performance improvement.
- Encourage the individual to make comments regarding the assessment.
- Finally, sign and date each section.

Cadre: Logistics

Organization: Facilities Unit Position: Billeting Manager

Employee Common Tasks

- Follow pre-deployment and check-in procedures.
- Follow check-out procedures.
- Complete ongoing administrative procedures.
- Establish and maintain positive and ethical behaviors during interpersonal, intra-agency, and interagency interactions.
- Help resolve problems/issues and make effective decisions.
- Prepare written reports and other documents.
- Communicate orally with others to exchange and clarify information.
- Exhibit an understanding of relevant safety and security procedures.

Billeting Manager Position-Specific Tasks

- Assist personnel with billeting in hotels, motels, and camps.
- Manage Billeting Specialists.
- Develop required reports.
- Create an open and team-based work environment.
- Oversee the ongoing professional development of assigned personnel.
- Perform closeout operations.

Asse	essment Record: Employee Common Tasks (Page 1 of 4)	Performed	Needs Improvement	4
Asse	ssment Period: Start Date/ to End Date:/	erfor	Needs	N N
Emp	loyee Name: Disaster Number:	ď	<u>m</u>	
Task	1: Follow pre-deployment and check-in procedures.			
1.1	Confirm availability in response to Deployment Support request.			
1.2	Make travel arrangements through agency-designated travel agent.			
1.3	Check in with Deployment Support staff upon arrival.			
1.4	Check in with disaster supervisor for orientation.			
1.5	Complete check-in procedures at duty station to obtain additional information.			
1.6	Complete appropriate forms .			
1.7	Report to the Logistics Helpdesk to obtain requisition for accountable property and network access.			
1.8	Obtain authorization for accountable property from supervisor.			
1.9	Locate assigned workspace.			
1.10	Pick up equipment (e.g., computer, phone) as required. ().			
1.11	Obtain pertinent information about the operation (about the disaster, Field Office (FO), facility safety and security).			
1.12	Review the task book for assigned position and clarify supervisor expectations as needed.			
1.13	Display OSPR identification in the proper manner (i.e., wear badge above the waist).			
1.14	Demonstrate full and consistent compliance with all pre-deployment policies and check-in procedures.			
Task	2: Follow check-out procedures.			
2.1	Schedule debriefing session with supervisor to complete the task book assessment record and performance appraisal.			
2.2	Submit final time and attendance (T&A) statement signed by supervisor.			
2.3	Make return travel arrangements through agency-designated travel agent.			
2.4	Prepare final travel voucher in coordination with the Cost Unit.			
2.5	Return equipment for release.			
2.6	Clear workstation and return supplies to Supply Unit.			
2.7	Submit check-out form(s) with supporting documentation (e.g., task book assessment record, performance appraisal form) as instructed.			
2.8	Check out through Deployment Support staff with required information (e.g., job completed, rotation).			
2.9	Demonstrate full and consistent compliance with all policies and check-out procedures.			

Asse	essment Record: Employee Common Tasks (Page 2 of 4)	Performed	Needs Improvement	N/A
Task	3: Complete ongoing administrative procedures.			
3.1	Update Deployment Support and onsite supervisor with any changes in duty station, lodging, and/or emergency contact as needed.			
3.2	Complete T&A reports and input into automated system or submit for processing (bi-weekly).			
3.3	Prepare travel voucher in coordination with the Cost Unit on a bi-weekly basis.			
3.4	Get limited approvals (e.g., rental cars) renewed, as appropriate, on extended deployments.			
3.5	Reconcile Government credit card account statements with approved travel vouchers in accordance with split-pay policy.			
3.6	Demonstrate full and consistent compliance with all administrative procedures.			
Task 4: Establish and maintain positive and ethical behaviors during interpersonal, intra-agency, and interagency interactions.				
4.1	Maintain a high standard of ethics required of employees that is consistent with core values.			
4.2	Demonstrate sensitivity to cultural diversity, race, gender, disabilities, and other individual differences in accordance with the nondiscrimination policy.			
4.3	Take measures to safeguard confidential information and records.			
4.4	Foster consensus building among coworkers, supervisors, and others.			
4.5	Cultivate professional relationships with coworkers and others to exchange information and work effectively.			
4.6	Handle differences/disputes with others in a positive, constructive manner.			
4.7	Represent OSPR in a professional manner when working with internal and external parties.			
4.8	Establish an effective rapport with individuals who are initially difficult, emotional, or distressed.			
4.9	Relate effectively to people from varied backgrounds and different situations.			
4.10	Comply with chain-of-command principles by operating within the established lines of authority.			
4.11	Exhibit appropriate public stewardship of taxpayer dollars.			
4.12	Complete tasks using time and resources effectively and efficiently (e.g., keep travel time to a minimum, obtain lodging that is appropriate to duty station)			

Asse	essment Record: Employee Common Tasks (Page 3 of 4)	Performed	Needs Improvement	N/A
Task	5: Help resolve problems/issues and make effective decisions.			
5.1	Adapt behavior and work methods in response to new information, changing conditions, or unexpected obstacles.			
5.2	Identify and analyze issues and problems.			
5.3	Confer with coworkers, supervisor, and/or others as appropriate when making decisions.			
5.4	Generate alternative solutions or strategies to address problems or needs.			
5.5	Assess the impact of alternatives on the overall operation and work unit.			
5.6	Recommend alternative solutions or strategies for addressing the problems/issues.			
5.7	Contribute to group problem-solving efforts.			
5.8	Implement group-derived solutions or strategies to address problems/issues.			
5.9				
5.10	Deal effectively with pressure; maintain focus and intensity and remain optimistic and persistent, even under adverse conditions.			
5.11	Exercise good judgment by making sound, well-informed, and timely decisions.			
Task	6: Prepare written reports and other documents.			
6.1	Write documents using "plain English" that are well organized and appropriate for the intended audience.			
6.2	Write clear and concise emails and other written documents.			
6.3	Use email and other official modes of written communication for business purposes only.			
6.4	Use computer software and programs required to support task performance.			
6.5	Submit written documents through the proper channels.			
6.6	Proofread written documents before submission to ensure correct grammar, spelling, and punctuation.			
6.7	Produce reports using established formats and on required forms.			
6.8	Develop written materials that are complete and accurate.			
Task	7: Communicate orally with others to exchange and clarify informati	ion.		
7.1	Share relevant information and/or developments with coworkers, as necessary.			
7.2	Explain decisions, conclusions, findings, or recommendations to the appropriate person or group.			
7.3	Attend meetings to obtain information for use in programs, or to inform management of program status.			
7.4	Represent the cadre's role in a manner that promotes awareness of capabilities, services, and accomplishments.			

Asse	essment Record: Employee Common Tasks (Page 4 of 4)	Performed	Needs Improvement	N/A
Task	8: Exhibit an understanding of relevant safety and security procedu	res.		
8.1	Provide for the safety, welfare, and accountability of coworkers during the entire period of deployment.			
8.2	Safeguard property and equipment.			
8.3	Communicate potentially hazardous situations to immediate supervisor or Safety Officer.			
8.4	Take necessary precautions when hazards exist.			
8.5	Protect personal information to prevent identity theft.			
8.6	Comply with mandatory Information Technology security procedures.			
8.7	Comply with the violence in the workplace policy.			
Employee Common Tasks and Subtasks Comments				
Assessment Date:/				
Super	Supervisor: Employee:			

Assessment Record: Billeting Manager Position-Specific Tasks (Page 1 of 3)		med	ds ment	_
Asse	ssment Period: Start Date/ to End Date:/	Performed	Needs mprovement	N/A
Empl	loyee Name: Disaster Number:	<u>.</u>	<u> </u>	
Task	1: Assist personnel with billeting in hotels, motels, and camps.			
1.1	Identify hotels, motels and camps in the area.			
1.2	Reserve blocks of rooms, if possible.			
1.3	Provide the addresses and phone numbers of these facilities to personnel.			
1.4	Assist personnel with billeting as they process in.			
1.5	Conduct periodic lodging surveys to verify the continued availability of suitable lodging within applicable per diem rates.			
1.6	Coordinate with the affected community to arrange for alternative housing when commercial lodging is unable to meet demands.			
Task	2: Manage Billeting Specialists.			
2.1	Assign tasks and establish priorities for staff members to balance the workload.			
2.2	Provide clear direction, assignments, and guidance to effectively structure and organize work activities, maximize productivity, and fulfill the incident objectives.			
2.3	Brief assigned staff members on relevant parts of the Incident Action Plan/JFO Coordination Plan and information received from meetings.			
2.4	Develop and communicate emergency procedures that are consistent with the safety and security plans.			
2.5	Provide for the safety and welfare of assigned personnel during the entire period of supervision.			
2.6	Establish and communicate basic work procedures (e.g., work hours, rotation schedule, contact list, staggering of work hours).			
2.7	Monitor employee performance to assess the need for possible rest or rotation.			
2.8	Assess the need for and monitor the use of overtime hours, avoiding unnecessary expenditures.			
2.9	Lead by example by acting in a fair and ethical manner toward others and demonstrating commitment to public service.			
2.10	Write performance appraisals and discuss the results with assigned staff members.			
2.11	Complete task book assessment records and discuss results with assigned staff members.			
Task	3: Develop required reports.			
3.1	Obtain and evaluate periodic status reports from staff and others.			
3.2	Inform the Facilities Unit Leader of any and all problems that may affect the delivery of disaster response and recovery assistance.			
3.3	Gather information for the required reports by monitoring work progress and collecting personal observations and reports from staff members.			
3.4	Maintain Unit Log (ICS Form 214).			

	essment Record: <u>Billeting Manager Position-Specific Tasks</u> ge 2 of 3)	Performed	Needs Improvement	N/A
Tasl	k 4: Create an open and team-based work environment.			
4.1	Encourage open communication and input from assigned personnel.			
4.2	Foster consensus-building among assigned personnel.			
4.3	Create a work environment where individuals are treated fairly in accordance with guidelines.			
4.4	Promote a teamwork environment that encourages and requires individuals to share knowledge, work cooperatively, engage in continuous learning, and contribute fully to team-based efforts.			
4.5	Distribute work equitably and appropriately among team members.			
4.6	Take corrective action when problems arise.			
4.7	Recognize effective individual and team performance.			
Task 5: Oversee the ongoing professional development of assigned personnel.				
5.1	Conduct orientation sessions and arrange on-the-job training for new hires.			
5.2	Arrange for ongoing training and professional development for assigned personnel to develop required skill sets.			
5.3	Coach and guide personnel in techniques and skills for handling challenging interactions and difficult situations.			
5.4	Coach personnel so that they can develop and maintain skills.			
5.5	Verify that assigned personnel attend mandatory training.			
Tasl	k 6: Perform closeout operations.			
6.1	Determine from management when sites are to be closed.			
6.2	Perform the recovery of owned and leased equipment from the sites.			
Task 7: Perform other duties, as assigned.				

Organization: Facilities Unit
Position Title: Billeting Manager

Assessment Record: Billeting Manager Position-Specific Tasks (Page 3 of 3)

Billeting Manager Position-Specific Tasks and Subtasks Comments

Supervisor: _____ Employee: _____

Assessment Date: ____/___/____